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Office Memorandum • UNITED STATES GOVERNMENT

TO : Chief, Geographic Research

DATE: 19 January 1956

FROM : Chief, Editing and Review Staff *AIO.*

SUBJECT: Review and Comments on Career Development Statement for the Geographic Area

The Editing and Review Staff is favorably disposed towards the Career Development Program of the Geographic Area, but we do not understand quite what it means to the individual or how it differs from the personnel procedures that have been in operation in the Geography Division for the last 9 years. The 4 January 1956 memorandum on the subject does not clarify the situation sufficiently. Since the memorandum will undoubtedly be revised again and again, the Editing and Review Staff would like to suggest changes in organization and additions that we think would make the memorandum more meaningful.

A. Overall Goals and Policy

This section should include information on eligibility for Career Service membership, the criteria used in deciding upon eligibility, and the differences between career and non-career people. There must be some differences, or the time and energy put into developing the Career Service, as a step beyond good personnel management, would not be justified.

If the Career Service is to be successful, the obligations under it should operate in two directions. If the Agency is obligated to assist in professional advancement and growth, the Career Staff should be expected to have a moral obligation to the Agency. A person who has received expensive training from the Agency should be made to feel a responsibility for repaying the Agency in service. Greater emphasis on this point might help to reduce the turnover among Agency-trained personnel, which is at best expensive.

Sharper distinction should be made between "professional advancement" and "professional growth." Within a division, the first is limited by the progressive decrease in the number of jobs available at higher levels. The second should be unlimited and vary in character with professional grades. For the lower grades, the growth (as

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we see it) is fairly closely related to the job itself and opportunities for professional advancement within a division. As opportunities for professional advancement decrease, there should be compensatory opportunities for growth of a type that would provide personal satisfaction and make the individual more valuable within the division and to the Agency. At least some of these opportunities should be specifically pointed out.

B. Divisional Programs

1. General -- Since "Career Development" implies progression, the organization of all of the divisional programs should be progressive, beginning with the lowest professional grades and working to the highest. Instead, the memorandum seems to place the goals first and then indicate the qualifications necessary to attain them. If the procedure recommended is followed, the number of jobs described should be large enough to illustrate opportunities for progression. For the Geography Division in particular, this is not the case, and yet the line of progression is probably more definite than in any of the other divisions.

2. Geography Division Program -- The Editing and Review Staff recommends that the following job categories be included in the Geography Division program in the order listed: Intelligence Assistant, Junior Analyst, Senior Analyst, Branch Chief, Division Chief. (Personally, we would also like a statement regarding editors and reviewing officers.) The opportunities available to members of each of these categories both for advancement and growth under the Career Service should be stated. As the grades become higher, particular attention should be given to the statement of opportunities for growth, with emphasis on the new and broader fields that open up as the chances for advancement decrease. Failure to do this might well be reflected in lower morale in the higher professional grades, which might seriously affect the operation of the division.

C. Editorial Comments

Because of its great importance, the statement of the "Career Development Program of the Geographic Area" requires careful editing. As it stands now, some of the phraseology is careless, antecedents of pronouns are, in many cases, vague, and punctuation is inconsistent. The following examples suggest types of editing required: On page 2 the statement is made that "the Geographic Area is staffed mainly by geographers," whereas on p. 3 the categories are listed as "geographers, cartographers, photo intelligence officers,

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and librarians." On page 7, cartographers have an opportunity to acquire first-hand (sic) knowledge on areas of specialization by: (a) continuous use of pertinent intelligence materials on the area of specialization." Such errors are minor as far as the overall concept is concerned, but they might give a reader the impression that the whole statement was not carefully thought out.

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